EMSA Consolidated

Income Statement Budget to Actuals by Month and YTD

For Periods Ending June 30, 2026

	Actual vs Budget				YTD Actual to YTD Budget			
	Jun 2026	Jun Budget	Variance $	Variance %	YTD Actual	YTD Budget	Variance $	Variance %
Revenue								
Net Patient Revenue								
Patient Revenue	22,598,134	22,485,243	112,891	1%	259,673,756	264,193,000	(4,519,244)	(2%)
Contractuals & Deductions	(13,324,013)	(14,317,852)	993,839	(7%)	(159,600,150)	(168,234,244)	8,634,094	(5%)
Total Net Patient Revenue	**9,274,121**	**8,167,391**	**1,106,730**	**14%**	**100,073,606**	**95,958,756**	**4,114,850**	**4%**
Realization Rate	41.0%	36.3%	4.70%		38.5%	36.3%	2.20%	
Other Operating Revenue	1,001,589	1,139,111	(137,522)	(12%)	12,991,715	13,195,000	(203,285)	(2%)
Total Revenue	**10,275,710**	**9,306,502**	**969,208**	**10%**	**113,065,321**	**109,153,756**	**3,911,565**	**4%**
Expense								
Salary & Wages	4,740,630	5,178,633	438,002	8%	60,279,307	59,436,442	(842,865)	(1%)
Benefits	1,107,985	1,194,305	86,320	7%	13,545,181	13,563,388	18,207	0%
Professional & Contracted Services	364,130	349,306	(14,824)	(4%)	3,863,440	4,315,180	451,740	10%
Training & Development	18,975	52,669	33,694	64%	447,726	650,607	202,881	31%
Supplies	808,004	678,297	(129,707)	(19%)	7,967,602	8,024,558	56,956	1%
Repairs & Maintenance	274,331	302,340	28,009	9%	3,266,931	3,596,267	329,336	9%
Utilities	90,570	97,111	6,542	7%	1,100,445	1,165,336	64,891	6%
Rent	98,700	93,163	(5,537)	(6%)	1,183,126	1,117,950	(65,175)	(6%)
Risk Management	209,513	231,732	22,219	10%	2,520,523	2,824,400	303,877	11%
Public Relations	17,335	17,434	99	1%	115,434	233,300	117,866	51%
Other Expenses	215,380	251,151	35,771	14%	2,921,387	2,945,943	24,556	1%
Total Operating Expense	**7,945,553**	**8,446,140**	**500,588**	**6%**	**97,211,100**	**97,873,371**	**662,271**	**1%**
Non-Operating Income	**54,935**	**45,000**	**9,935**	**22%**	**679,878**	**500,000**	**179,878**	**36%**
Non-Operating Expenses	**810,419**	**376,663**	**(433,756)**	**(115%)**	**7,069,993**	**4,504,254**	**(2,565,739)**	**(57%)**
Net Income	**1,574,674**	**528,698**	**1,045,976**	**198%**	**9,464,105**	**7,276,131**	**2,187,974**	**30%**
Net Income %	**15%**	**6%**	**9%**		**8%**	**7%**	**1%**	

EMSA Consolidated

Trended Balance Sheet

For Periods Ending June 30, 2026

	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026
Assets												
Current Assets												
Cash	21,584,061	19,367,369	21,059,862	18,363,888	20,702,015	22,979,284	21,201,982	21,664,144	21,607,373	23,143,335	20,745,234	23,716,980
Patient A/R												
Gross Patient A/R	21,619,891	22,813,532	21,312,846	19,636,859	21,545,194	22,078,830	24,513,509	24,113,478	24,422,978	24,195,962	25,009,373	24,208,881
Collections- Patient A/R	11,080,316	9,841,327	11,634,985	11,543,719	11,197,403	10,794,897	11,053,380	9,928,744	9,627,152	9,759,382	8,753,632	7,509,650
Allowance for contractual and bad debts	(19,294,962)	(18,773,019)	(19,798,195)	(18,681,972)	(19,227,874)	(18,970,865)	(20,054,181)	(19,161,283)	(19,434,022)	(19,463,601)	(18,836,712)	(17,386,780)
Total Patient A/R	**13,405,245**	**13,881,840**	**13,149,636**	**12,498,606**	**13,514,724**	**13,902,862**	**15,512,708**	**14,880,939**	**14,616,108**	**14,491,743**	**14,926,293**	**14,331,751**
Allowance as % of A/R	***59.0%***	***57.5%***	***60.1%***	***59.9%***	***58.7%***	***57.7%***	***56.4%***	***56.3%***	***57.1%***	***57.3%***	***55.8%***	***54.8%***
Other Current Assets	4,334,408	4,513,487	4,259,118	4,294,677	3,911,514	2,479,191	3,965,734	5,590,053	6,371,158	4,437,337	5,400,492	5,056,545
Total Current Assets	**39,323,714**	**37,762,696**	**38,468,616**	**35,157,171**	**38,128,253**	**39,361,337**	**40,680,424**	**42,135,136**	**42,594,639**	**42,072,415**	**41,072,019**	**43,105,276**
Fixed Assets												
Property and Equipment	63,933,038	64,998,872	66,908,710	67,643,087	67,335,163	67,442,402	67,954,965	68,175,618	68,934,162	69,797,211	71,164,873	67,632,304
Accumulated Depreciation	(31,642,072)	(31,704,053)	(32,235,322)	(31,955,500)	(31,901,769)	(32,467,972)	(33,034,249)	(33,163,974)	(33,722,937)	(33,982,078)	(34,329,812)	(32,246,199)
Total Fixed Assets	**32,290,967**	**33,294,818**	**34,673,388**	**35,687,588**	**35,433,394**	**34,974,430**	**34,920,716**	**35,011,644**	**35,211,226**	**35,815,133**	**36,835,061**	**35,386,105**
Other LT Assets	**4,017,210**	**3,912,908**	**3,403,979**	**5,112,281**	**3,466,133**	**3,712,710**	**3,682,194**	**3,434,289**	**2,946,251**	**1,890,797**	**1,522,216**	**2,516,001**
Total Assets	**75,631,891**	**74,970,423**	**76,545,983**	**75,957,040**	**77,027,780**	**78,048,477**	**79,283,334**	**80,581,069**	**80,752,116**	**79,778,345**	**79,429,296**	**81,007,382**
Liabilities and Equities												
Liabilities												
Current Liabilities												
Accounts Payable and Accrued Liabilities	9,806,755	7,699,426	8,236,477	7,961,837	8,518,363	8,753,048	9,501,027	9,526,332	8,547,013	7,206,600	5,926,815	5,930,227
Current portion of long term debt	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**9,806,755**	**7,699,426**	**8,236,477**	**7,961,837**	**8,518,363**	**8,753,048**	**9,501,027**	**9,526,332**	**8,547,013**	**7,206,600**	**5,926,815**	**5,930,227**
Long Term Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Liabilities	**9,806,755**	**7,699,426**	**8,236,477**	**7,961,837**	**8,518,363**	**8,753,048**	**9,501,027**	**9,526,332**	**8,547,013**	**7,206,600**	**5,926,815**	**5,930,227**
Equity	**65,825,136**	**67,270,997**	**68,309,506**	**67,995,203**	**68,509,417**	**69,295,429**	**69,782,307**	**71,054,737**	**72,205,103**	**72,571,745**	**73,502,481**	**75,077,155**
Total Liabilities and Equities	**75,631,891**	**74,970,423**	**76,545,983**	**75,957,040**	**77,027,780**	**78,048,477**	**79,283,334**	**80,581,069**	**80,752,116**	**79,778,345**	**79,429,296**	**81,007,382**
Current Ratio	***4.01***	***4.90***	***4.67***	***4.42***	***4.48***	***4.50***	***4.28***	***4.42***	***4.98***	***5.84***	***6.93***	***7.27***

EMSA Consolidated

Income Statement Trend 12 Months
For Periods Ending June 30, 2026

	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026
Revenue												
Net Patient Revenue												
Patient Revenue	21,502,413	21,501,810	20,820,028	20,993,725	20,612,393	21,983,290	22,305,176	21,112,088	22,167,995	21,508,527	22,568,180	22,598,134
Contractuals & Deductions	(13,751,690)	(12,776,405)	(13,145,704)	(13,021,369)	(12,700,166)	(13,777,429)	(13,314,551)	(12,594,148)	(13,623,380)	(13,261,295)	(14,310,001)	(13,324,013)
Total Net Patient Revenue	**7,750,723**	**8,725,405**	**7,674,324**	**7,972,356**	**7,912,227**	**8,205,861**	**8,990,624**	**8,517,940**	**8,544,614**	**8,247,232**	**8,258,179**	**9,274,121**
Realization Rate	36.0%	40.6%	36.9%	38.0%	38.4%	37.3%	40.3%	40.3%	38.5%	38.3%	36.6%	41.0%
Other Operating Revenue	931,418	1,064,373	1,172,649	1,034,285	1,210,822	1,000,787	986,592	1,091,154	1,044,047	998,744	1,455,254	1,001,589
Total Revenue	**8,682,141**	**9,789,777**	**8,846,973**	**9,006,641**	**9,123,048**	**9,206,648**	**9,977,216**	**9,609,094**	**9,588,661**	**9,245,976**	**9,713,434**	**10,275,710**
Expense												
Salary & Wages	5,419,272	5,063,948	4,904,299	5,376,969	5,060,178	4,854,003	5,684,054	4,517,871	4,820,637	4,903,991	4,933,455	4,740,630
Benefits	1,020,002	1,017,823	992,378	1,147,657	1,202,729	1,167,857	1,281,390	1,085,435	1,120,466	1,170,928	1,230,532	1,107,985
Professional & Contracted Services	251,735	264,767	236,477	397,592	306,171	346,021	319,896	369,365	312,098	383,544	311,644	364,130
Training & Development	26,813	18,772	34,003	32,152	27,655	45,687	16,407	89,329	56,951	36,177	44,804	18,975
Supplies	566,256	612,631	416,312	773,935	565,126	577,691	658,259	703,487	722,996	736,737	826,170	808,004
Repairs & Maintenance	226,567	239,610	177,665	380,848	238,966	234,404	326,054	336,964	285,323	264,588	281,609	274,331
Utilities	69,841	54,969	86,961	105,590	135,653	101,377	115,369	76,175	103,817	70,436	89,687	90,570
Rent	96,561	105,958	100,449	100,788	98,508	98,747	95,502	99,310	94,958	97,822	95,823	98,700
Risk Management	173,361	252,571	167,031	248,802	200,298	187,312	187,495	268,944	176,431	256,269	192,497	209,513
Public Relations	24,688	10,528	(3,777)	1,833	9,119	25,705	9,423	11,863	2,041	7,309	(632)	17,335
Other Expenses	171,323	245,372	227,876	295,278	260,808	273,222	286,136	246,309	244,561	225,668	229,454	215,380
Total Operating Expense	**8,046,418**	**7,886,950**	**7,339,672**	**8,861,442**	**8,105,212**	**7,912,025**	**8,979,986**	**7,805,053**	**7,940,278**	**8,153,469**	**8,235,042**	**7,945,553**
Non-Operating Income	**61,507**	**61,615**	**56,881**	**58,803**	**53,951**	**51,995**	**62,632**	**50,721**	**55,347**	**54,737**	**56,752**	**54,935**
Non-Operating Expenses	**485,144**	**518,581**	**525,672**	**518,305**	**557,574**	**560,607**	**572,984**	**582,333**	**553,365**	**780,603**	**604,407**	**810,419**
Net Income	**212,086**	**1,445,861**	**1,038,509**	**(314,303)**	**514,214**	**786,012**	**486,878**	**1,272,430**	**1,150,366**	**366,642**	**930,736**	**1,574,674**
Net Income %	**2%**	**15%**	**12%**	**(3%)**	**6%**	**9%**	**5%**	**13%**	**12%**	**4%**	**10%**	**15%**

Eastern Division

Income Statement Trend 12 Months
For Periods Ending June 30, 2026

	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026
Revenue												
Net Patient Revenue												
Patient Revenue	10,512,443	10,440,473	10,155,452	10,172,723	10,356,240	10,683,428	11,041,451	10,401,574	10,868,211	10,516,698	10,902,973	10,661,605
Contractuals & Deductions	(6,860,308)	(6,591,486)	(6,614,108)	(6,532,137)	(6,577,546)	(6,846,653)	(6,878,902)	(6,488,929)	(6,929,682)	(6,625,891)	(7,027,901)	(6,508,980)
Total Net Patient Revenue	**3,652,135**	**3,848,987**	**3,541,344**	**3,640,586**	**3,778,694**	**3,836,775**	**4,162,549**	**3,912,645**	**3,938,529**	**3,890,807**	**3,875,072**	**4,152,626**
Realization Rate	34.7%	36.9%	34.9%	35.8%	36.5%	35.9%	37.7%	37.6%	36.2%	37.0%	35.5%	38.9%
Other Operating Revenue	451,693	545,034	676,291	514,980	638,186	495,551	486,740	563,544	533,547	480,556	694,073	464,796
Total Revenue	**4,103,828**	**4,394,020**	**4,217,635**	**4,155,566**	**4,416,880**	**4,332,326**	**4,649,289**	**4,476,189**	**4,472,076**	**4,371,363**	**4,569,145**	**4,617,422**
Expense												
Salary & Wages	2,330,387	2,327,463	2,280,958	2,489,312	2,263,293	2,143,332	2,587,615	1,958,775	2,172,199	2,194,458	2,186,448	2,098,925
Benefits	510,812	519,188	523,925	604,232	688,293	620,740	681,804	518,541	593,373	613,527	651,258	565,946
Professional & Contracted Services	114,443	122,542	108,509	185,146	151,185	173,178	159,880	184,114	153,751	195,034	163,308	186,913
Training & Development	7,720	10,303	18,193	14,630	11,929	22,553	9,143	42,659	30,307	13,725	18,908	8,817
Supplies	277,640	310,483	112,392	396,291	246,951	249,578	260,031	365,636	320,793	338,673	333,878	348,037
Repairs & Maintenance	91,024	116,207	100,301	143,819	122,466	115,806	114,978	200,491	134,776	120,480	137,066	129,613
Utilities	32,876	20,147	42,714	54,673	67,850	50,511	51,089	36,925	49,838	30,440	46,360	46,627
Rent	44,818	49,032	46,950	47,109	44,424	43,742	43,009	43,964	42,754	44,044	43,287	43,767
Risk Management	92,957	117,734	45,216	133,025	93,386	96,285	87,173	126,164	80,261	104,653	93,697	105,945
Public Relations	90	7,677	(4,444)	1,030	4,229	11,988	4,429	4,614	919	2,251	(1,576)	8,030
Other Expenses	75,159	102,488	111,920	143,770	100,991	118,881	127,060	115,010	100,948	96,752	101,346	97,959
Total Operating Expense	**3,577,927**	**3,703,264**	**3,386,634**	**4,213,035**	**3,794,997**	**3,646,594**	**4,126,211**	**3,596,894**	**3,679,918**	**3,754,036**	**3,773,980**	**3,640,577**
Non-Operating Income	**30,507**	**29,995**	**28,321**	**29,221**	**26,847**	**25,867**	**31,214**	**25,184**	**27,598**	**28,678**	**28,148**	**27,271**
Non-Operating Expenses	**223,021**	**226,868**	**237,377**	**205,759**	**259,702**	**261,428**	**257,776**	**276,823**	**254,791**	**252,711**	**283,899**	**304,885**
Net Income	**333,387**	**493,883**	**621,944**	**(234,007)**	**389,027**	**450,171**	**296,516**	**627,657**	**564,964**	**393,295**	**539,415**	**699,231**
Net Income %	**8%**	**11%**	**15%**	**(6%)**	**9%**	**10%**	**6%**	**14%**	**13%**	**9%**	**12%**	**15%**

Western Division

Income Statement Trend 12 Months

For Periods Ending June 30, 2026

	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026
Revenue												
Net Patient Revenue												
Patient Revenue	10,989,969	11,061,337	10,664,576	10,821,002	10,256,153	11,299,863	11,263,725	10,710,513	11,299,784	10,991,829	11,665,207	11,936,529
Contractuals & Deductions	(6,891,382)	(6,184,919)	(6,531,596)	(6,489,232)	(6,122,620)	(6,930,776)	(6,435,649)	(6,105,219)	(6,693,699)	(6,635,404)	(7,282,100)	(6,815,033)
Total Net Patient Revenue	**4,098,588**	**4,876,418**	**4,132,980**	**4,331,770**	**4,133,533**	**4,369,087**	**4,828,075**	**4,605,295**	**4,606,085**	**4,356,425**	**4,383,107**	**5,121,495**
Realization Rate	37.3%	44.1%	38.8%	40.0%	40.3%	38.7%	42.9%	43.0%	40.8%	39.6%	37.6%	42.9%
Other Operating Revenue	479,725	519,339	496,358	519,305	572,635	505,235	499,852	527,610	510,500	518,188	761,181	536,793
Total Revenue	**4,578,313**	**5,395,757**	**4,629,338**	**4,851,075**	**4,706,169**	**4,874,322**	**5,327,927**	**5,132,905**	**5,116,585**	**4,874,613**	**5,144,289**	**5,658,289**
Expense												
Salary & Wages	3,088,885	2,736,485	2,623,341	2,887,657	2,796,885	2,710,671	3,096,439	2,559,096	2,648,438	2,709,533	2,747,007	2,641,706
Benefits	509,190	498,635	468,453	543,425	514,436	547,117	599,586	566,893	527,093	557,401	579,274	542,038
Professional & Contracted Services	137,292	142,225	127,967	212,447	154,987	172,843	160,016	185,251	158,346	188,510	148,336	177,217
Training & Development	19,092	8,468	15,810	17,522	15,726	23,133	7,265	46,670	26,644	22,452	25,896	10,159
Supplies	288,616	302,148	303,920	377,644	318,175	328,113	398,228	337,851	402,203	398,064	492,292	459,967
Repairs & Maintenance	135,543	123,403	77,363	237,029	116,500	118,598	211,076	136,474	150,548	144,108	144,543	144,719
Utilities	36,965	34,823	44,247	50,917	67,803	50,866	64,280	39,250	53,979	39,997	43,327	43,943
Rent	51,742	56,926	53,499	53,679	54,084	55,005	52,493	55,347	52,204	53,779	52,536	54,933
Risk Management	80,404	134,837	121,815	115,777	106,912	91,028	100,322	142,780	96,170	151,616	98,800	103,568
Public Relations	24,598	2,852	667	803	4,890	13,717	4,994	7,249	1,122	5,058	944	9,305
Other Expenses	96,164	142,884	115,956	151,508	159,816	154,341	159,076	131,299	143,612	128,916	128,108	117,421
Total Operating Expense	**4,468,492**	**4,183,686**	**3,953,038**	**4,648,407**	**4,310,215**	**4,265,431**	**4,853,775**	**4,208,159**	**4,260,359**	**4,399,433**	**4,461,063**	**4,304,976**
Non-Operating Income	**31,001**	**31,621**	**28,560**	**29,582**	**27,105**	**26,128**	**31,418**	**25,538**	**27,750**	**26,059**	**28,604**	**27,665**
Non-Operating Expenses	**262,122**	**291,713**	**288,295**	**312,547**	**297,872**	**299,179**	**315,208**	**305,510**	**298,574**	**527,892**	**320,508**	**505,534**
Net Income	**(121,300)**	**951,978**	**416,565**	**(80,297)**	**125,187**	**335,841**	**190,362**	**644,773**	**585,401**	**(26,653)**	**391,321**	**875,444**
Net Income %	**(3%)**	**18%**	**9%**	**(2%)**	**3%**	**7%**	**4%**	**13%**	**11%**	**(1%)**	**8%**	**15%**